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CORPORATE SITE SELECTION FOR NEW FACILITIES

A STUDY CONDUCTED AMONG THE LARGEST U.S. COMPANIES

1989

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TABLE OF CONTENTS

	Page
INTRODUCTION	1
METHOD	2
EXECUTIVE SUMMARY	3
DETAILED FINDINGS	
Relocation Experience And Relocation Expectations	5
Relocation Expectations For Specific Types Of Facilities	8
Decision-Making Process For Relocations	11
Factors Important In Selecting Locations	13
Factors Important In Selecting Locations For Specific Types Of Facilities	19
Regions And Countries Where Facilities Have Been Relocated	22
Regions And Countries Where Facilities Might Be Relocated In The Future	24
Cities Where Facilities Might Be Relocated In The Future	27
Sources Of Relocation Information	30
APPENDICES	
Appendix A -- Profile Of Respondents	32
Appendix B -- The Incidence Of Corporate Facility Relocations	33
Appendix C -- Mailing Materials	36

INTRODUCTION

FORTUNE Magazine has been interested in the facility relocation practices and decisions of corporate America for many years now. The first in what has become a series of studies on "companies on the move" was issued in 1963.

This current study examines where companies have moved in the past five years, where companies expect to move in the next five years, the criteria that companies use to select new locations, the involvement of top executives in the selection process, and the sources of information used by corporate executives to make these relocation decisions. Bear in mind that when the report refers to "relocation," the term is meant to include the creation of new and additional facilities as well as the relocation of existing facilities.

Since the criteria for selecting locations differ sharply for company facilities (such as corporate headquarters, branch office/regional headquarters, branch office/processing, and sales offices) and for manufacturing/processing plants (such as assembly plants, processing plants, extraction plants, and distribution centers/warehouses), the data in this report are shown separately for these two types of relocation decisions.

METHOD

The study was based on an 8-page mail questionnaire sent to the 1,000 largest corporations in the United States. One half were sent to the Fortune 500 industrial companies; the other half were sent to the Fortune 500 service companies.

The questionnaire was sent to the CEOs in these companies and they were asked to fill it out or have it completed by a person who was knowledgeable about their company's relocation activities and decisions. (Appendix A shows the job titles of the people who filled out the questionnaire.)

Each questionnaire was accompanied by a cover letter from the publisher of FORTUNE and included a $1 incentive and a FORTUNE luggage tag as "tokens of appreciation."

The first page of the questionnaire asked corporate executives to indicate whether their company had: (a) selected a new company facility in the past five years; (b) expected to select a new company facility in the next five years; (c) selected a new manufacturing/processing plant in the past five years; and (d) expected to select a new manufacturing/processing plant in the next five years. Corporate executives who answered affirmatively to any of these questions were then asked to continue to answer the remaining questions relating to relocation practices and decisions.

In addition to asking corporate executives to identify the criteria they used for making various types of relocation decisions, they were asked to indicate specifically where they selected new facilities in the past five years and where they planned to select new facilities in the next five years. In order to assist them, the questionnaire was accompanied by a map which outlined various states and regions within the United States and various countries and areas around the world.

Returns were received from 207 of the 1,000 companies to whom questionnaires were sent out. A large majority of these companies -- 179 out of the 207 companies -- indicated that they had relocated in the past five years and/or planned to relocate in the next five years.

The incidence for relocating is based on the 207 companies from whom returns were received. (A detailed analysis of whether the relocation incidence is overstated because of the response rate is presented in Appendix B.)

The criteria that companies use to select new locations and the geographic areas that companies moved to or plan to move to are based on the 179 companies who had relocated in the past five years and/or planned to relocate in the next five years.

The mail-out date was March 10, 1988 and the cut-off date was July 6, 1988. A copy of the mailing materials along with the map can be found in Appendix C.

Pulse On America, Inc., an independent research company located in New York, was responsible for all field work and computer tabulations.

EXECUTIVE SUMMARY

- In the largest corporations in the United States -- i.e., the FORTUNE 500 industrial companies and service companies -- relocations to new facilities are at a high level and promise to continue strong in the upcoming years.

  80% selected new facilities in the past five years and an even greater 84% reported that they expected to choose new facilities in the next five years.

- A majority of companies relocate within the United States, but relocating outside the mainland United States is becoming increasingly prevalent.

  While 34% selected new facilities outside the United States in the past five years, an even larger 40% expect to choose a new foreign facility in the next five years.

- The likelihood of relocating varies for different types of company facilities and for different types of manufacturing/processing plants.

  For company facilities, moves are anticipated most often for sales offices and least often for company headquarters.

  For manufacturing/processing plants, moves are anticipated most often for distribution centers and warehouses and least often for extraction plants.

- The highest level corporate executives -- Chairmen, Presidents, Chief Executive Officers and Chief Operating Officers -- get heavily involved in relocation decisions.

  These high level executives are not only the principal decision-makers in authorizing site locations, they also get involved in initiating the need for new locations and in suggesting and evaluating possible areas for new locations.

- An analysis of the ten most important criteria used to select new locations (out of 54 factors corporate executives were asked about) reveals that there is very little overlap between the criteria used for choosing new company facility locations and new manufacturing/processing plant locations.

  Only three of the ten most important criteria are the same for both company facility locations and manufacturing/processing plant locations. These are: easy access to domestic markets, customers and clients; reasonable government/state and/or local corporate tax structure; and, fair-market property costs.

The principal criteria used to choose company facilities tend to reflect the fact that such facilities have a marketing orientation and employ a largely white collar population. These criteria include: easy access to an airport, efficient transportation facilities for people/employees, availability of affordable housing, availability of technical or professional workers, easy access to prospective clients, urban/metropolitan location, and cost of living.

The main criteria used to select manufacturing/processing plant facilities tend to reflect the fact that such facilities have a production orientation and employ a largely blue collar population. These include: easy access to trucking services, cost of labor, ample area for future expansion, easy availability of electricity, community receptivity to business and industry, availability of skilled workers, and extent of unionization.

- Within the United States, the South Atlantic region (North Carolina, South Carolina, Georgia and Florida) was the most popular domestic relocation choice in the past five years. This region continues to be the favorite domestic relocation choice for the next five years.

  The popularity of the South Atlantic region holds for both company facility locations and manufacturing/processing plant locations.

- Outside the mainland United States, the Asia/Pacific region was the leading foreign relocation choice in the past five years -- and that area is apt to continue to be the number one foreign relocation choice in the next five years.

  The popularity of the Asia/Pacific region holds for both company facilities and manufacturing/processing plants -- and it is particularly desirable for manufacturing/processing plant locations.

- There are three cities -- Atlanta, Chicago and Dallas -- which are among the five most frequently chosen cities for both new company facility locations and new manufacturing/processing plant locations.

  New York and Washington, D.C. round out the five most frequently chosen cities for new company facility locations.

  Memphis and Phoenix round out the five most frequently chosen cities for new manufacturing/processing plant locations.

DETAILED FINDINGS

Relocation Experience And Relocation Expectations

A sizeable majority of America's largest corporations have selected new facilities in the past five years and expect to continue doing so in the next five years.

- 80% selected new facilities in the past five years -- both inside the United States and outside the mainland United States. This includes 73% who have relocated company facilities and 44% who have relocated manufacturing or processing plants.

- 84% expect to select new facilities in the next five years -- both inside the United States and outside the mainland United States. This includes 81% who expect to relocate company facilities and 52% who expect to relocate manufacturing/processing plants.

Note that the percent of companies who expect to relocate in the next five years is higher than the percent of companies who relocated in the past five years. This suggests that "companies on the move" will be an even more common phenomenon in the upcoming years than it has been in recent years (assuming that expectations translate into action).

While a majority of companies relocate within the United States, relocating outside the mainland United States is prevalent and might become even more prevalent in upcoming years.

- The 80% who moved in the past five years include 79% who moved within the United States and 34% who moved outside the mainland United States.

- The 84% who expect to move in the next five years include 82% who expect to move within the United States and 40% who expect to move outside the mainland United States.

RELOCATION IN THE PAST 5 YEARS

	Total (207)
Relocated any type of facility in the past 5 years	80%
In U.S.	79
Outside U.S.	34
Relocated company facilities in the past 5 years	73
In U.S.	72
Outside U.S.	28
Relocated manufacturing/processing plants in the past 5 years	44
In U.S.	40
Outside U.S.	21
Did not relocate in the past 5 years	20

RELOCATION EXPECTED IN THE NEXT 5 YEARS

	Total (207)
Expect to relocate in the next 5 years	84%
In U.S.	82
Outside U.S.	40
Expect to relocate company facilities in the next 5 years	81
In U.S.	78
Outside U.S.	37
Expect to relocate manufacturing/ processing plants in the next 5 years	52
In U.S.	48
Outside U.S.	27
Do not expect to relocate in the next 5 years	16

Relocation Expectations For Specific Types Of Facilities

Relocation expectations differ for different types of company facilities and different types of manufacturing/processing plants:

- For company facilities, new locations are expected most often for sales offices; next most often for branch office/regional headquarters; third most often for back office/processing; and least often for corporate headquarters.

- For manufacturing/processing plants, new locations are expected most often for distribution center/warehouses; next most often for processing plants; third most often for assembly plants; and least often for extraction plants.

These patterns hold, by and large, for both relocations within and outside the mainland United States.

LIKELIHOOD OF SELECTING LOCATIONS FOR VARIOUS TYPES
OF COMPANY FACILITIES
IN THE NEXT 5 YEARS

(Among Those Who Moved Any Facilities In The Past 5 Years
Or Expect To Move Any Facilities In The Next 5 Years)

(Base: 179)

INSIDE U.S.

	Corporate Headquarters	Branch Offices/ Regional Headquarters	Back Offices/ Processing	Sales Offices
Definite/probable	13%	56%	45%	62%
Definite	6	16	7	22
Highly probable	3	16	16	24
Fairly probable	4	24	22	16
Not probable	74	31	37	17
Not very probable	20	17	17	8
Not at all probable	54	14	20	9
Don't know	13	13	18	21

OUTSIDE U.S.

	Corporate Headquarters	Branch Offices/ Regional Headquarters	Back Offices/ Processing	Sales Offices
Definite/probable	2%	13%	11%	24%
Definite	-	3	2	5
Highly probable	2	1	3	8
Fairly probable	-	9	6	11
Not probable	79	70	68	55
Not very probable	5	16	12	16
Not at all probable	74	54	56	39
Don't know	19	17	21	21

LIKELIHOOD OF SELECTING LOCATIONS FOR VARIOUS TYPES
OF MANUFACTURING/PROCESSING PLANTS
IN THE NEXT 5 YEARS

(Among Those Who Moved Any Facilities In The Past 5 Years
Or Expect To Move Any Facilities In The Next 5 Years)

(Base: 179)

INSIDE U.S.

	Assembly Plants	Processing Plants	Extraction Plants	Distribution Centers/ Warehouses
Definite/probable	13%	19%	3%	23%
Definite	3	1	-	6
Highly probable	3	6	1	7
Fairly probable	7	12	2	10
Not probable	30	32	36	27
Not very probable	10	13	7	11
Not at all probable	20	19	29	16
Don't know	57	49	61	50

OUTSIDE U.S.

	Assembly Plants	Processing Plants	Extraction Plants	Distribution Centers/ Warehouses
Definite/probable	9%	12%	2%	12%
Definite	2	2	1	2
Highly probable	2	4	-	3
Fairly probable	5	6	1	7
Not probable	34	36	38	35
Not very probable	6	7	5	8
Not at all probable	28	29	33	27
Don't know	57	52	60	53

Decision-Making Process For Relocations

A variety of corporate executives -- up through and including the Chairman and the President -- get heavily involved in the decision-making relating to relocations.

Chairmen, Presidents, Chief Executive Officers and Chief Operating Officers play a particularly important role in authorizing the final site selected, but they also get involved in initiating the need to explore new locations and in suggesting and evaluating possible sites for new facilities.

PRIMARY DECISION-MAKER FOR VARIOUS STAGES IN SELECTING NEW LOCATIONS

(Among Those Who Moved Any Facilities In The Past 5 Years
Or Expect To Move Any Facilities In The Next 5 Years)

(Base: 179)

	Initiating Need	Suggesting Areas	Evaluating Areas	Authorizing Site Location
Chairman/President/CEO/COO	56%	44%	35%	83%
Chief Financial Officer	11	10	20	21
Vice President	43	46	38	25
Treasurer/Comptroller	2	6	15	6
In-house Specialist	30	59	63	13
Attorney	2	5	12	3
Other	11	13	15	6
No answer	11	12	11	10

Factors Important In Selecting Locations

The corporate executives were given a list of 54 factors and asked to indicate which factors would be most important in selecting new locations.

Companies use very different criteria in selecting locations for company facilities and for manufacturing/processing plants. As shown in the table on the following page, the ten most important factors are almost entirely different for the two types of relocation decisions.

Only three factors -- easy access to domestic markets, customers and clients, reasonable government/state and/or local corporate tax structure and fair-market property costs -- are among the ten most important factors for both company facility relocation decisions and for manufacturing/processing plant relocation decisions.

The principle criteria used to choose company facilities tend to reflect the fact that such facilities have a marketing orientation and employ a largely white collar population. By contrast, the main criteria used to select manufacturing/processing plant facilities tend to reflect the fact that such facilities have a production orientation and employ a largely blue collar population.

TEN MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR COMPANY FACILITIES
AND FOR MANUFACTURING/PROCESSING PLANTS

	Company Facilities* (172)		Manufacturing/ Processing Plants# (113)
Easy access to domestic markets, customers and clients	73%	Easy access to trucking services	79%
Easy access to airport	62	Easy access to domestic markets, customers and clients	74
Efficient transportation facilities for people/ employees	59	Cost of labor	74
Availability of affordable housing	55	Ample area for future expansion	73
Availability of technical or professional workers	54	Easy availability of electricity	71
Facilitates access to prospective clients	52	Community receptivity to business and industry	70
Urban/metropolitan location	50	Reasonable government/state and/or local corporate tax structure	68
Cost of living	48	Fair-market property costs	67
Reasonable government/state and/or local corporate tax structure	48	Availability of skilled workers	64
Fair-market property costs	48	Extent of unionization	64

* Among those who moved company facilities in the past 5 years or expect to move company facilities in the next 5 years.

Among those who moved manufacturing/processing plants in the past 5 years or expect to move manufacturing or processing plants in the next 5 years.

MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR COMPANY FACILITIES

(Among Those Who Moved Company Facilities In The Past 5 Years
Or Expect To Move Company Facilities In The Next 5 Years)

Rank		Moved Or Expect To Move Company Facilities (172)
	Accessibility	**86%**
(1)	Easy access to domestic markets, customers and clients	73
(6)	Facilitates access to prospective clients	52
(19)	Proximity to other company facilities	37
(26)	Easy access to international markets, customers and clients	29
(41)	Proximity to other support companies	16
(52)	Proximity to high-tech companies	5
	Transportation	**82**
(2)	Easy access to airport	62
(3)	Efficient transportation facilities for people/employees	59
(47)	Easy access to trucking services	10
(51)	Easy access to rail facilities	6
(54)	Easy access to water transportation	1
	Work force	**76**
(5)	Availability of technical or professional workers	54
(12)	Availability of skilled workers	45
(25)	Cost of labor	30
(32*)	Extent of unionization	21
(34*)	Availability of unskilled or semi-skilled workers	20
(37*)	Availability of English-speaking workers	19
	Government/state/local inducements	**75**
(9*)	Reasonable government/state and/or local corporate tax structure	48
(11)	Community receptivity to business and industry	47
(20)	Good government/state and/or local area development program/personnel	36
(24)	Fiscal health of government/state and/or local area	31
(27)	Extent of regulation	26
(34*)	Tax abatements and other financial incentives	20
(37*)	Government attitudes toward multinational corporations	19
(37*)	Protection of company confidentiality in site selection process	19
(48)	Government/state and/or local posture on environmental controls	9
(53)	Industrial training program for workers	4

* Tied

(Continued)

MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR COMPANY FACILITIES

(Among Those Who Moved Company Facilities In The Past 5 Years
Or Expect To Move Company Facilities In The Next 5 Years)

(Continued)

Rank		Moved Or Expect To Move Company Facilities (172)
	Site	**74%**
(9*)	Fair-market property costs	48
(17)	Fair-market construction costs	41
(18)	Ample area for future expansion	39
(30*)	Industrial park/office	23
(32*)	Existing site in place	21
(40)	Availability of improved land	17
(44*)	Availability of raw land	12
(49)	Diversified industrial base	8
	Quality of life	**76**
(4)	Availability of affordable housing	55
(9*)	Cost of living	48
(14)	Good public school system (K-12)	43
(15*)	Low crime rates	42
(15*)	Reasonable government/state and/or local taxes	42
(21)	Cultural and recreational facilities	34
(22*)	Good colleges and universities	33
(22*)	Stable political climate	33
(30*)	Employment opportunities for employees' spouses	23
(44*)	Good climate/weather	12
(37*)	Good living conditions for American nationals	19
	Location	**71**
(7)	Urban/metropolitan	50
(13)	Suburban	44
(50)	Small town or rural	7
	Supply resources	**35**
(28)	Easy availability of electricity	24
(30*)	Stable energy rates	23
(42)	Easy availability of water supply	13
(44*)	Ample civic waste treatment facilities	12
(44*)	Easy availability of natural gas	12

* Tied

MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR MANUFACTURING/PROCESSING PLANTS

(Among Those Who Moved Manufacturing/Processing Plants In The Past 5 Years
Or Expect To Move Manufacturing/Processing Plants In The Next 5 Years)

Rank		Moved Or Expect To Move Manufacturing/ Processing Plants (113)
	Accessibility	89%
(2*)	Easy access to domestic markets, customers and clients	74
(28*)	Easy access to international markets, customers and clients	40
(31*)	Proximity to other support companies	35
(38)	Facilitates access to prospective clients	30
(40*)	Proximity to other company facilities	27
(54)	Proximity to high-tech companies	7
	Transportation	89
(1)	Easy access to trucking services	79
(28*)	Easy access to rail facilities	40
(28*)	Efficient transportation facilities for people/employees	40
(34*)	Easy access to airport	34
(48)	Easy access to water transportation	19
	Work force	90
(2*)	Cost of labor	74
(9*)	Availability of skilled workers	64
(9*)	Extent of unionization	64
(18*)	Availability of unskilled or semi-skilled workers	50
(31*)	Availability of technical or professional workers	35
(52*)	Availability of English-speaking workers	12
	Government/state/local inducements	91
(6)	Community receptivity to business and industry	70
(7)	Reasonable government/state and/or local corporate tax structure	68
(20)	Tax abatements and other financial incentives	49
(21)	Government/state and/or local posture on environmental controls	48
(22)	Good government/state and/or local area development program/personnel	47
(23)	Extent of regulation	45
(36)	Industrial training program for workers	33
(37)	Fiscal health of government/state and/or local area	32
(40*)	Government attitudes toward multinational corporations	27
(46*)	Protection of company confidentiality in site selection process	20

* Tied

(Continued)

MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR MANUFACTURING/PROCESSING PLANTS

(Among Those Who Moved Manufacturing/Processing Plants In The Past 5 Years
Or Expect To Move Manufacturing/Processing Plants In The Next 5 Years)

(Continued)

Rank		Moved Or Expect To Move Manufacturing/ Processing Plants (113)
	Site	**89%**
(4)	Ample area for future expansion	73
(8)	Fair-market property costs	67
(11*)	Fair-market construction costs	61
(24*)	Availability of raw land	43
(43)	Availability of improved land	25
(44)	Diversified industrial base	22
(46*)	Industrial park/office	20
(49)	Existing site in place	18
	Quality of life	**81**
(14)	Reasonable government/state and/or local taxes	57
(16)	Cost of living	54
(18*)	Availability of affordable housing	50
(26)	Good public school system (K-12)	41
(30)	Stable political climate	37
(34*)	Low crime rates	34
(40*)	Cultural and recreational facilities	27
(40*)	Good colleges and universities	27
(46*)	Good living conditions for American nationals	20
(50)	Good climate/weather	14
(52*)	Employment opportunities for employees' spouses	12
	Location	**74**
(24*)	Small town or rural	43
(34*)	Suburban	34
(51)	Urban/metropolitan	13
	Supply resources	**82**
(5)	Easy availability of electricity	71
(11*)	Stable energy rates	61
(13)	Easy availability of water supply	58
(15)	Easy availability of natural gas	55
(17)	Ample civic waste treatment facilities	51

* Tied

Factors Important In Selecting Locations For Specific Types Of Facilities

The factors that govern relocation decisions vary sharply by specific types of company facilities (corporate headquarters, branch office/regional headquarters, back office/processing, and sales offices) and for specific types of manufacturing/processing plants (assembly plants, processing plants, extraction plants, and distribution centers/warehouses).

Among company facilities, the main priorities are availability of technical or professional workers for corporate headquarters locations; availability of skilled workers for back office/processing locations; and easy access to domestic markets, customers and clients for branch office/regional headquarters locations and for sales office locations.

Among manufacturing/processing plants, the chief priorities are availability of skilled workers for processing plant locations and for extraction plant locations; availability of unskilled or semi-skilled workers for assembly plant locations; and easy access to trucking services for distribution centers/warehouse locations.

FIVE MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR VARIOUS TYPES OF COMPANY FACILITIES

(Among Those Who Moved Company Facilities In The Past 5 Years
Or Expect To Move Company Facilities In The Next 5 Years)

	Moved Or Expect To Move Company Facilities (172)
Corporate Headquarters Location	
Availability of technical or professional workers	29%
Easy access to domestic markets, customers and clients	23
Easy access to airport	23
Availability of skilled workers	20
Efficient transportation facilities for people/employees	19
Branch Office/Regional Headquarters Location	
Easy access to domestic markets, customers and clients	38%
Facilitates access to prospective clients	23
Availability of technical or professional workers	20
Availability of skilled workers	15
Easy access to airport	15
Back Office/Processing Location	
Availability of skilled workers	24%
Availability of unskilled or semi-skilled workers	15
Efficient transportation facilities for people/employees	15
Easy access to domestic markets, customers and clients	13
Cost of labor	12
Sales Office Location	
Easy access to domestic markets, customers and clients	37%
Facilitates access to prospective clients	27
Easy access to airport	15
Efficient transportation facilities for people/employees	15
Availability of technical or professional workers	10

FIVE MOST IMPORTANT FACTORS IN SELECTING LOCATIONS
FOR VARIOUS TYPES OF MANUFACTURING/PROCESSING PLANTS

(Among Those Who Moved Manufacturing/Processing Plants In The Past 5 Years
Or Expect To Move Manufacturing/Processing Plants In The Next 5 Years)

	Moved Or Expect To Move Manufacturing/ Processing Plants (113)
Assembly Plant Location	
Availability of unskilled or semi-skilled workers	19%
Cost of labor	19
Availability of skilled workers	16
Easy access to domestic markets, customers and clients	12
Extent of unionization	12
Processing Plant Location	
Availability of skilled workers	27%
Easy access to domestic markets, customers and clients	21
Cost of labor	20
Availability of unskilled or semi-skilled workers	17
Extent of unionization	13
Extraction Plant Location	
Availability of skilled workers	7%
Availability of unskilled or semi-skilled workers	6
Cost of labor	5
Extent of unionization	5
Government/state and/or local posture on environmental controls	5
Distribution Center/Warehouse Location	
Easy access to trucking services	30%
Easy access to domestic markets, customers and clients	26
Availability of unskilled or semi-skilled workers	20
Cost of labor	13
Extent of unionization	11

Regions And Countries Where Facilities Have Been Relocated

While companies tended to select different regions for company facilities and for manufacturing/processing plants, the South Atlantic region was the most popular choice for both types of locations. (Included in the South Atlantic region are North Carolina, South Carolina, Georgia and Florida.)

- For company facilities, the regions to which companies moved most often were (in rank order) the South Atlantic, Pacific, East North Central and Middle Atlantic regions.

- For manufacturing/processing plants, the regions to which companies moved most often were (in rank order) the South Atlantic, West South Central and East South Central regions.

(See the map in Appendix C for the states included in these regions.)

As far as outside the mainland United States is concerned, the Asia/Pacific region was the number one choice, Western Europe was the second choice, and the British Isles was the third choice for both company facility locations and manufacturing/processing plant locations.

PLACES WHERE SELECTED NEW LOCATIONS
FOR COMPANY FACILITIES AND MANUFACTURING/PROCESSING PLANTS
IN THE PAST 5 YEARS

	Moved Company Facilities In The Past 5 Years (150)	Moved Manufacturing/ Processing Plants In The Past 5 Years (90)
Within mainland U.S.	95%	89%
New England	17	10
Middle Atlantic	29	13
Middle South Atlantic	17	9
South Atlantic	36	29
East North Central	30	19
East South Central	16	23
West North Central	13	9
West South Central	24	28
Mountain	14	14
Pacific	31	18
Outside mainland U.S.	32	42
Caribbean	1	4
Hawaii	1	1
Canada	5	8
Mexico	1	3
South America	1	3
British Isles	9	11
Western Europe	11	16
Middle East	1	-
Africa	1	-
Asia/Pacific	15	20
Australia	3	-

Regions And Countries Where Facilities Might Be Relocated In The Future

In the next five years, the South Atlantic continues to be the number one choice for relocations within the United States and the Asia/Pacific region continues as the number one choice for relocations outside the mainland United States.

Western Europe shows continuing strength for company facility locations, but this area manifests some weakness for manufacturing/processing plant locations. The slack for Western Europe is taken up by South America, which shows new strength for manufacturing/processing plant locations, although not for company facility locations.

PLACES WITHIN MAINLAND UNITED STATES
WHERE LIKELY TO SELECT NEW LOCATIONS
IN THE NEXT 5 YEARS

	Likely To Move Company Facilities Within U.S. (144)	Likely To Move Manufacturing/ Processing Plants Within U.S. (69)
New England	5%	1%
Middle Atlantic	12	7
Middle South Atlantic	8	3
South Atlantic	14	16
East North Central	9	6
East South Central	10	12
West North Central	3	6
West South Central	5	12
Mountain	4	3
Pacific	4	1
Don't know where	46	39

PLACES OUTSIDE MAINLAND UNITED STATES
WHERE LIKELY TO SELECT NEW LOCATIONS
IN THE NEXT 5 YEARS

	Likely To Move Company Facilities Outside U.S. (56)	Likely To Move Manufacturing/ Processing Plants Outside U.S. (36)
Caribbean	2%	-%
Hawaii	-	-
Canada	2	-
Mexico	-	3
South America	2	11
British Isles	4	6
Western Europe	14	6
Eastern Europe	-	3
Middle East	2	3
Africa	-	-
Asia/Pacific	18	31
Australia	-	6
Don't know where	61	50

Cities Where Facilities Might Be Relocated In The Future

The corporate executives were given a list of major cities in the United States and asked to indicate the cities they would be most apt to choose for new company facility locations and new manufacturing/processing plant locations.

Some cities -- particularly Atlanta, Chicago and Dallas -- are strong future choices for both company facility locations and manufacturing/processing plant locations.

Other cities, however, are strong choices for some types of locations but weak choices for other types of locations.

- New York and Washington, D.C. rank as much higher choices for company facility locations than for manufacturing/processing plant locations.

- By contrast, Memphis, Phoenix and Indianapolis rank as stronger choices for manufacturing/processing plant locations than for company facility locations.

CITIES IN THE UNITED STATES WHERE LIKELY TO SELECT LOCATION
IN THE NEXT 5 YEARS

	Company Facilities* (172)		Manufacturing/ Processing Plants# (113)
Atlanta	16%	Atlanta	13%
Chicago	14	Memphis	12
Dallas	14	Dallas	11
New York	11	Phoenix	9
Washington, D.C.	10	Chicago	7
Los Angeles	9	Indianapolis	6
Anaheim-Santa Ana	8	Philadelphia	6
Houston	8	Los Angeles	5
Philadelphia	8	Houston	5
San Francisco	7	Denver	5
Memphis	7	St. Louis	5
Denver	6	Cincinnati	5
Detroit	6	Kansas City	4
Boston	6	Cleveland	4
Cleveland	6	Louisville	4
San Diego	5	Anaheim-Santa Ana	4
Louisville	5	Oklahoma City	4
Columbus	5	Newark	4
Minneapolis-St. Paul	5	Detroit	4
Phoenix	5	San Diego	4
Pittsburgh	5	Seattle	4
Indianapolis	5	Orlando	4
Cincinnati	5	Minneapolis-St. Paul	4
St. Louis	5	San Antonio	4
Tampa-St. Petersburg	5	San Francisco	3
Baltimore	4	Boston	3
Newark	4	Norfolk	3
Orlando	4	New Orleans	3
Bergen/Passaic	4	Baltimore	3
Kansas City	4	Hartford	3
Norfolk	4	Salt Lake City	3
Nassau-Suffolk	3	Columbus	2
New Orleans	2	New York	2
Hartford	2	Tampa-St. Petersburg	2
Monmouth-Ocean	2	San Jose	2
San Antonio	2	Monmouth-Ocean	2
Miami	2	Portland, Oregon	2
Oklahoma City	2	Pittsburgh	2
Sacramento	2	Riverside-San Bernardino	1
Fort Lauderdale	2		

(Continued)

CITIES IN THE UNITED STATES WHERE LIKELY TO SELECT LOCATION
IN THE NEXT 5 YEARS

(Continued)

	Company Facilities* (172)		Manufacturing/ Processing Plants# (113)
Salt Lake City	2%	Rochester, New York	1%
Milwaukee	1	Washington, D.C.	1
San Jose	1	Buffalo	1
Portland, Oregon	1	Fort Lauderdale	1
Seattle	1	Nassau-Suffolk	1
Rochester, New York	1	Oakland	1
Buffalo	1	Miami	-
Oakland	1	Milwaukee	-
Riverside-San Bernardino	-	Sacramento	-
		Bergen-Passaic	-

* Among those who moved company facilities in the past 5 years or expect to move company facilities in the next 5 years.

Among those who moved manufacturing/processing plants in the past 5 years or expect to move manufacturing or processing plants in the next 5 years.

Sources Of Relocation Information

For sources of information about future location decisions, company executives report that they rely on in-house specialists most often (85%); regional, county and city development groups next most often (50%); and realtors third most often (41%).

Other information sources used include site location consultants (36%), government/state facilities (35%), Chambers of Commerce (30%), and executives of other corporations (20%).

By and large, companies rely on the same types of sources for both company facility locations and manufacturing/processing plant locations.

- For company facility locations, they depend on realtors more often than for manufacturing/processing plant locations (40% vs. 28%).

- For manufacturing/processing plant locations, they depend on regional, county and city development groups more often than for company facility locations (54% vs. 39%).

For both types of locations, however, in-house specialists are by far the most commonly used source of information.

SOURCES OF INFORMATION LIKELY TO USE FOR SELECTING FUTURE LOCATIONS

	Future Locations* (179)	Future Company Facility Locations# (172)	Future Manufacturing/ Processing Plant Locations† (113)
In-house specialists	85%	80%	75%
Regional, county, city development groups	50	39	54
Realtors	41	40	28
Site location consultants	36	33	28
Government/state facilities	35	30	38
Chambers of Commerce	30	25	26
Executives of other corporations	20	17	15
Utilities	17	9	22
Banks	15	13	8
Railroads	12	4	17
Other	4	4	2

* Among those who moved any facilities in the past 5 years or expect to move any facilities in the next 5 years.

Among those who moved company facilities in the past 5 years or expect to move company facilities in the next 5 years.

† Among those who moved manufacturing/processing plants in the past 5 years or expect to move manufacturing/processing plants in the next 5 years.

APPENDIX A

PROFILE OF RESPONDENTS

JOB TITLE OF RESPONDENTS

(Among Those Who Moved Any Facilities In The Past 5 Years
Or Expect To Move Any Facilities In The Next 5 Years)

	Moved Or Expect To Move Any Facilities (179)
Chairman/President/CEO/COO	21%
Vice President	35
Treasurer, Secretary or Comptroller	2
Other company officer	19
General Manager	1
Engineer	3
Plant Production Manager	1
Purchasing Director/Manager	2
Sales/Marketing Manager	2
Financial or Advertising Manager	1
Other Manager	6
No answer	7

APPENDIX B

THE INCIDENCE OF CORPORATE FACILITY RELOCATIONS

THE INCIDENCE OF CORPORATE FACILITY RELOCATIONS

As indicated in the Method section, an 8-page questionnaire was sent to CEOs in the largest corporations in the United States -- i.e., the FORTUNE 500 industrial and service companies.

The first page of the questionnaire asked a series of questions designed to ascertain whether they had selected any new company facilities or manufacturing/processing plant facilities in the past five years and whether they expected to select any new company facilities or manufacturing/processing plant facilities in the next five years.

If they responded "yes" to any of these questions, they were requested to fill out the remainder of the questionnaire; if they responded "no" to all of these questions, they were asked to simply return the questionnaire.

Returns were received from 207 of the 1,000 companies to whom questionnaires were sent. Of these, 80% reported that they had selected new facilities in the past five years and 84% indicated that they expected to select new facilities in the next five years.

The 207 returns out of 1,000 mail-outs represent a relatively modest return rate, which raises the possibility that the incidence of relocating reported in this survey might overstate the actual incidence of relocating among FORTUNE 500 industrial and service companies. This would be the case if those companies which had relocated or were going to relocate filled out the questionnaire more often than those companies which had not relocated and were not going to relocate.

In order to determine whether the incidence of relocating might have been overstated, a follow-up study was carried out. A 1-page questionnaire (rather than an 8-page questionnaire) was sent to a random sample of 100 corporate executives responsible for real estate facilities selection (rather than CEOs) in FORTUNE 500 industrial and service companies. The 1-page questionnaire asked the same series of questions that were asked on the first page of the 8-page questionnaire used in the initial investigation.

It was hoped that the two changes in the follow-up investigation -- i.e., using a 1-page questionnaire rather than an 8-page questionnaire and sending it to corporate executives in charge of relocations rather than CEOs -- would generate a higher return rate than the one achieved in the initial investigation. And this, in fact, occurred. A return rate of 46% was obtained in the follow-up investigation, compared with a return rate of 21% in the earlier investigation.

The key question is whether the incidence of relocating in the follow-up investigation was any lower than the incidence of relocating obtained in the initial investigation. As pointed up by the data in the following table, the answer is clearly "no" -- the incidence of relocating was no lower in the follow-up investigation than it was in the earlier investigation. If anything, the opposite was found -- the incidence of relocating tended to be higher in the follow-up investigation than in the initial investigation.

These findings suggest that the incidence of relocating reported in the earlier investigation was not overstated due to the relatively modest return rate. These findings further confirm that a sizeable majority of America's largest corporations selected new facilities in the past five years and plan to do so in the next five years.

RELOCATION IN THE PAST 5 YEARS
AND EXPECTED RELOCATION IN THE NEXT 5 YEARS

	Initial Survey (207)	Follow-up Survey (46)
IN PAST 5 YEARS:		
Selected new locations for company facilities	73%	93%
Inside mainland U.S.	72	93
Outside mainland U.S.	28	39
Selected new locations for manufacturing/processing plants	44	56
Inside U.S.	40	52
Outside U.S.	21	33
IN NEXT 5 YEARS:		
Expect to select new locations for company facilities	81	87
Inside mainland U.S.	78	87
Outside mainland U.S.	37	39
Expect to select new locations for manufacturing/processing plants	52	56
Inside mainland U.S.	48	54
Outside mainland U.S.	27	33

APPENDIX C

MAILING MATERIALS

FORTUNE

James B. Hayes
Publisher

March, 1988

May I ask your assistance, or possibly that of one of your associates?

Several years ago FORTUNE Magazine surveyed leading corporations regarding their selection of locations for new facilities. In the past few years, there have been many changes bearing on site selection, and widespread interest has been expressed in our gathering more information in light of recent and current events. So we need your help.

Be assured that your company's answers to the enclosed questionnaire will be treated in absolute confidence and used only in statistical combination with all other replies.

We think it is likely that you can answer the questionnaire better than anyone else in your company. But if someone else is more directly involved with location decisions, you may wish to pass it along to that executive with a request for his/her cooperation in completing it and returning it in the stamped envelope.

Your company's help is vital to the survey, regardless of whether or not any new locations are currently planned.

FORTUNE, and I personally, will be very grateful for your assistance.

Cordially,

James B. Hayes
Publisher

P.S. The enclosed dollar bill and FORTUNE luggage tag are merely a token of our appreciation. Please accept them with our thanks.

CONFIDENTIAL

[7-1]

(This questionnaire refers to two types of company operations—**company facilities** and **manufacturing or processing plants**. For the purposes of this survey, **company facilities** are defined as corporate headquarters, branch offices, regional headquarters, back offices, sales offices, etc. **Manufacturing or processing plants** are defined as assembly plants, processing plants, extraction plants, distribution centers, warehouses, etc.)

1a. In the **past 5 years**, has your company selected any **new** locations for **company facilities** either inside the 48 mainland United States or outside the 48 mainland United States? (PLEASE "X" ALL THAT APPLY.)

8-1 ☐ Yes, **inside** the 48 mainland United States
-2 ☐ Yes, **outside** the 48 mainland United States
-3 ☐ No, not selected any new locations → SKIP TO Q.#2

1b. If "Yes" above, please refer to the map on the separate yellow page and write in the number(s) for the new locations for company facilities in the box below.

Location(s)

____ ____ ____ ____ ____ ____ (9-20)

2. In the **next 5 years**, is it possible that your company will consider any new locations for **company facilities** either inside the 48 mainland United States or outside the 48 mainland United States? (PLEASE "X" ALL THAT APPLY.)

21-1 ☐ Yes, **inside** the 48 mainland United States
-2 ☐ Yes, **outside** the 48 mainland United States
-3 ☐ No, not a possible consideration

3a. In the **past 5 years**, has your company selected any **new** locations for **manufacturing or processing plants** either inside the 48 mainland United States or outside the 48 mainland United States? (PLEASE "X" ALL THAT APPLY.)

22-1 ☐ Yes, **inside** the 48 mainland United States
-2 ☐ Yes, **outside** the 48 mainland United States
-3 ☐ No, not selected any new locations → SKIP TO Q.#4

3b. If "Yes" above, please refer to the map on the separate yellow page and write in the number(s) for the new locations for manufacturing or processing plants in the box below.

Location(s)

____ ____ ____ ____ ____ ____ (23-34)

4. In the **next 5 years**, is it possible that your company will consider any new locations for **manufacturing or processing plants** either inside the 48 mainland United States or outside the 48 mainland United States? (PLEASE "X" ALL THAT APPLY.)

35-1 ☐ Yes, **inside** the 48 mainland United States
-2 ☐ Yes, **outside** the 48 mainland United States
-3 ☐ No, not a possible consideration

IF YOU ANSWERED "NO" TO ALL QUESTIONS ON THIS PAGE, THANK YOU FOR YOUR TIME AND PLEASE RETURN THIS QUESTIONNAIRE IN THE ENVELOPE PROVIDED.

ALL OTHERS PLEASE CONTINUE.

SITE SELECTION CRITERIA

5. In Column A, please "X" the characteristics on this page and the next page which would be **most important** to your company in selecting a particular location, either inside or outside the United States, for new or additional **company facilities**. (PLEASE "X" ALL THAT APPLY.)

   In Column B, please "X" the characteristics on this page and the next page which would be **most important** to your company in selecting a particular location, either inside or outside the United States, for new or additional **manufacturing or processing plants**. (PLEASE "X" ALL THAT APPLY.)

		Most Important In Selecting: Column A — Company Facilities	Most Important In Selecting: Column B — Manufacturing or Processing Plants
	Accessibility		
1	Easy access to **domestic** markets, customers and clients	36-1 ☐	38-1 ☐
2	Easy access to **international** markets, customers and clients	-2 ☐	-2 ☐
3	Facilitates access to prospective clients	-3 ☐	-3 ☐
4	Proximity to other support companies	-4 ☐	-4 ☐
5	Proximity to other company facilities	-5 ☐	-5 ☐
6	Proximity to high-tech companies	-6 ☐	-6 ☐
	Work Force		
7	Availability of unskilled or semi-skilled workers	-7 ☐	-7 ☐
8	Availability of skilled workers	-8 ☐	-8 ☐
9	Availability of technical or professional workers	-9 ☐	-9 ☐
10	Availability of English-speaking workers	-0 ☐	-0 ☐
11	Cost of labor	-X ☐	-X ☐
12	Extent of unionization	-Y ☐	-Y ☐
	Government/State/Local Inducements		
13	Good government/state and/or local area development program/personnel	37-1 ☐	39-1 ☐
14	Tax abatements and other financial incentives	-2 ☐	-2 ☐
15	Extent of regulation	-3 ☐	-3 ☐
16	Reasonable government/state and/or local corporate tax structure	-4 ☐	-4 ☐
17	Fiscal health of government/state and/or local area	-5 ☐	-5 ☐
18	Industrial training program for workers	-6 ☐	-6 ☐
19	Government/state and/or local posture on environmental controls	-7 ☐	-7 ☐
20	Government attitudes toward multinational corporations	-8 ☐	-8 ☐
21	Community receptivity to business and industry	-9 ☐	-9 ☐
22	Protection of company confidentiality in site selection process	-0 ☐	-0 ☐

		Most Important In Selecting:	
		Column A	Column B
		Company Facilities	Manufacturing or Processing Plants
	Transportation		
23	Easy access to rail facilities	40-1 ☐	44-1 ☐
24	Easy access to trucking services	-2 ☐	-2 ☐
25	Easy access to water transportation	-3 ☐	-3 ☐
26	Easy access to airport	-4 ☐	-4 ☐
27	Efficient transportation facilities for people/employees	-5 ☐	-5 ☐
	Quality of Life		
28	Availability of affordable housing	41-1 ☐	45-1 ☐
29	Low crime rate	-2 ☐	-2 ☐
30	Reasonable government/state and/or local taxes	-3 ☐	-3 ☐
31	Good public school system (K-12)	-4 ☐	-4 ☐
32	Good colleges and universities	-5 ☐	-5 ☐
33	Cost of living	-6 ☐	-6 ☐
34	Employment opportunities for employees' spouses	-7 ☐	-7 ☐
35	Cultural and recreational facilities	-8 ☐	-8 ☐
36	Good climate/weather	-9 ☐	-9 ☐
37	Stable political climate	-0 ☐	-0 ☐
38	Good living conditions for American nationals	-x ☐	-x ☐
	Location		
39	Urban/metropolitan	42-1 ☐	46-1 ☐
40	Suburban	-2 ☐	-2 ☐
41	Small town or rural	-3 ☐	-3 ☐
	Supply Resources		
42	Easy availability of natural gas	-4 ☐	-4 ☐
43	Easy availability of electricity	-5 ☐	-5 ☐
44	Easy availability of water supply	-6 ☐	-6 ☐
45	Ample civic waste treatment facilities	-7 ☐	-7 ☐
46	Stable energy rates	-8 ☐	-8 ☐
	Site		
47	Ample area for future expansion	43-1 ☐	47-1 ☐
48	Fair-market property costs	-2 ☐	-2 ☐
49	Fair-market construction costs	-3 ☐	-3 ☐
50	Availability of raw land	-4 ☐	-4 ☐
51	Availability of improved land	-5 ☐	-5 ☐
52	Industrial park/office	-6 ☐	-6 ☐
53	Existing site in place	-7 ☐	-7 ☐
54	Diversified industrial base	-8 ☐	-8 ☐

SELECTION OF NEW COMPANY FACILITY LOCATIONS

6. Referring back to the list of characteristics in Question 5, which **3** to **5** characteristics do you consider **most important** in choosing a location for **each** company facility listed below. (Using the blue numbers to the left of the characteristics in Question 5, please write in the appropriate numbers to indicate which you consider most important.)

Type of Company Facility	Most Important					
Corporate headquarters location:	_____	_____	_____	_____	_____	(48-57)
Branch office/regional headquarters location:	_____	_____	_____	_____	_____	(58-67)
Back office/processing location:	_____	_____	_____	_____	_____	(68-77) [80-1]
Sales office location:	_____	_____	_____	_____	_____	(8-17)

7a. For **each** of the company facilities listed below, please indicate how likely it is that your company will select a new location **inside** the 48 mainland United States in the **next 5 years**.

	Corporate Headquarters	Branch Office/ Regional Headquarters	Back Office/ Processing	Sales Office
Definite	18-1 ☐	-2 ☐	-3 ☐	-4 ☐
Highly probable	19-1 ☐	-2 ☐	-3 ☐	-4 ☐
Fairly probable	20-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not very probable	21-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not at all probable	22-1 ☐	-2 ☐	-3 ☐	-4 ☐

7b. For each company facility "X'd" above as **definite**, **highly**, or **fairly probable**, please refer to the map on the separate yellow page and write in the number(s) in the box below for the **3** locations your company would be **most** apt to consider **inside** the 48 mainland United States.

LOCATION **INSIDE** MAINLAND UNITED STATES:

	Corporate Headquarters	Branch Office/ Regional Headquarters	Back Office/ Processing	Sales Office	
1st choice	_____	_____	_____	_____	(23-30)
2nd choice	_____	_____	_____	_____	(31-38)
3rd choice	_____	_____	_____	_____	(39-46)

7c. Which **3** to **5** characteristics stand out in your present thinking as favoring the state you named above for first choice for a location for each company facility. (Using the blue numbers to the left of the characteristics in Question 5, please write in the appropriate numbers to indicate which you consider most important in influencing your first choice.)

	Influencing First Choice					
Corporate headquarters location:	_____	_____	_____	_____	_____	(47-56)
Branch office/regional headquarters location:	_____	_____	_____	_____	_____	(57-66)
Back office/processing location:	_____	_____	_____	_____	_____	(67-76) [80-2]
Sales office location:	_____	_____	_____	_____	_____	(8-17)

8a. For **each** of the company facilities listed below, please indicate how likely it is that your company will select a new location **outside** the 48 mainland United States in the **next 5 years**.

	Corporate Headquarters	Branch Office/ Regional Headquarters	Back Office/ Processing	Sales Office
Definite	18-1 ☐	-2 ☐	-3 ☐	-4 ☐
Highly probable	19-1 ☐	-2 ☐	-3 ☐	-4 ☐
Fairly probable	20-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not very probable	21-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not at all probable	22-1 ☐	-2 ☐	-3 ☐	-4 ☐

8b. For each company facility "X'd" above as **definite**, **highly**, or **fairly probable**, please refer to the map on the separate yellow page and write in the number(s) in the box below for the **3** locations your company would be **most** apt to consider **outside** the 48 mainland United States.

LOCATION **OUTSIDE** MAINLAND UNITED STATES:

	Corporate Headquarters	Branch Office/ Regional Headquarters	Back Office/ Processing	Sales Office	
1st choice	_____	_____	_____	_____	(23-30)
2nd choice	_____	_____	_____	_____	(31-38)
3rd choice	_____	_____	_____	_____	(39-46)

SELECTION OF NEW MANUFACTURING OR PROCESSING PLANT LOCATIONS

9. Referring back to the list of characteristics in Question 5, which **3** to **5** characteristics do you consider **most important** in choosing a location for **each** manufacturing or processing plant listed below. (Using the blue numbers to the left of the characteristics in Question 5, please write in the appropriate numbers below to indicate which you consider most important.)

Type of Manufacturing or Processing Plant	Most Important						
Assembly plant location:	_____	_____	_____	_____	_____	(47-56)	
Processing plant location:	_____	_____	_____	_____	_____	(57-66)	
Extraction plant location:	_____	_____	_____	_____	_____	(67-76)	(80-3)
Distribution center/warehouse location:	_____	_____	_____	_____	_____	(8-17)	

10a. For **each** of the manufacturing or processing plants listed below, please indicate how likely it is that your company will select a new location **inside** the 48 mainland United States in the **next 5 years**.

	Assembly Plant	Processing Plant	Extraction Plant	Distribution Center/ Warehouse
Definite	18-1 ☐	-2 ☐	-3 ☐	-4 ☐
Highly probable	19-1 ☐	-2 ☐	-3 ☐	-4 ☐
Fairly probable	20-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not very probable	21-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not at all probable	22-1 ☐	-2 ☐	-3 ☐	-4 ☐

10b. For each manufacturing or processing plant "X'd" above as **definite**, **highly**, or **fairly probable**, please refer to the map on the separate yellow page and write in the number(s) in the box below for the **3** locations your company would be **most** apt to consider **inside** the 48 mainland United States.

LOCATION **INSIDE** MAINLAND UNITED STATES:

	Assembly Plant	Processing Plant	Extraction Plant	Distribution Center/ Warehouse	
1st choice					(23-30)
2nd choice					(31-38)
3rd choice					(39-46)

10c. Which **3** to **5** characteristics stand out in your present thinking as favoring the state you named above for first choice for a location for each manufacturing or processing plant. (Using the blue numbers to the left of the characteristics in Question 5, please write in the appropriate numbers to indicate which you consider most important in influencing your first choice.)

	Influencing First Choice					
Assembly plant location:						(47-56)
Processing plant location:						(57-66)
Extraction plant location:						(67-76) [80-4]
Distribution center/warehouse location:						(8-17)

11a. For **each** of the manufacturing or processing plants listed below, please indicate how likely it is that your company will select a new location **outside** the 48 mainland United States in the **next 5 years**.

	Assembly Plant	Processing Plant	Extraction Plant	Distribution Center/ Warehouse
Definite	18-1 ☐	-2 ☐	-3 ☐	-4 ☐
Highly probable	19-1 ☐	-2 ☐	-3 ☐	-4 ☐
Fairly probable	20-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not very probable	21-1 ☐	-2 ☐	-3 ☐	-4 ☐
Not at all probable	22-1 ☐	-2 ☐	-3 ☐	-4 ☐

11b. For **each** manufacturing or processing plant "X'd" above as **definite**, **highly**, or **fairly probable**, please refer to the map on the separate yellow page and write in the number(s) in the box below for the **3** locations your company would be **most** apt to consider **outside** the 48 mainland United States.

LOCATION **OUTSIDE** MAINLAND UNITED STATES:

	Assembly Plant	Processing Plant	Extraction Plant	Distribution Center/ Warehouse	
1st choice					(23-30)
2nd choice					(31-38)
3rd choice					(39-46)

CITY/MARKET SELECTION

12. For **each** type of company facility and manufacturing or processing plant listed below, please rank the **3 cities or markets** inside the 48 mainland United States which you think your company would be **most** apt to choose for a new location. (PLEASE WRITE IN A **1** FOR THE MOST LIKELY CHOICE, A **2** FOR THE NEXT MOST LIKELY CHOICE, AND A **3** FOR THE THIRD MOST LIKELY CHOICE IN EACH COLUMN.)

	COMPANY FACILITY			MANUFACTURING/PROCESSING PLANT		
	Corporate Headquarters	Branch Office/ Regional Headquarters	Back Office/ Processing	Assembly Plant	Processing Plant	Distribution Center/ Warehouse
Anaheim-Santa Ana	(47)	(27)	(8)	(57)	(35)	(13)
Atlanta	(48)	(28)	(9)	(58)	(36)	(14)
Baltimore	(49)	(29)	(10)	(59)	(37)	(15)
Bergen/Passaic	(50)	(30)	(11)	(60)	(38)	(16)
Boston	(51)	(31)	(12)	(61)	(39)	(17)
Buffalo	(52)	(32)	(13)	(62)	(40)	(18)
Chicago	(53)	(33)	(14)	(63)	(41)	(19)
Cincinnati	(54)	(34)	(15)	(64)	(42)	(20)
Cleveland	(55)	(35)	(16)	(65)	(43)	(21)
Columbus	(56)	(36)	(17)	(66)	(44)	(22)
Dallas	(57)	(37)	(18)	(67)	(45)	(23)
Denver	(58)	(38)	(19)	(68)	(46)	(24)
Detroit	(59)	(39)	(20)	(69)	(47)	(25)
Fort Lauderdale	(60)	(40)	(21)	(70)	(48)	(26)
Hartford	(61)	(41)	(22)	(71)	(49)	(27)
Houston	(62)	(42)	(23)	(72)	(50)	(28)
Indianapolis	(63)	(43)	(24)	(73)	(51)	(29)
Kansas City	(64)	(44)	(25)	(74)	(52)	(30)
Los Angeles	(65)	(45)	(26)	(75)	(53)	(31)
Louisville	(66)	(46)	(27)	(76)	(54)	(32)
Memphis	(67)	(47)	(28)	(77)	(55)	(33)
Miami	(68)	(48)	(29)	(78)	(56)	(34)
Milwaukee	(69)	(49)	(30)	[80-7] (8)	(57)	(35)
Minneapolis-St. Paul	(70)	(50)	(31)	(9)	(58)	(36)
Monmouth-Ocean	(71)	(51)	(32)	(10)	(59)	(37)
Nassau-Suffolk	(72)	(52)	(33)	(11)	(60)	(38)
Newark	(73)	(53)	(34)	(12)	(61)	(39)
New Orleans	(74)	(54)	(35)	(13)	(62)	(40)
New York	(75)	(55)	(36)	(14)	(63)	(41)
Norfolk	(76)	(56)	(37)	(15)	(64)	(42)
Oakland	[80-5] (8)	(57)	(38)	(16)	(65)	(43)
Oklahoma City	(9)	(58)	(39)	(17)	(66)	(44)
Orlando	(10)	(59)	(40)	(18)	(67)	(45)
Philadelphia	(11)	(60)	(41)	(19)	(68)	(46)
Phoenix	(12)	(61)	(42)	(20)	(69)	(47)
Pittsburgh	(13)	(62)	(43)	(21)	(70)	(48)
Portland, OR	(14)	(63)	(44)	(22)	(71)	(49)
Riverside-San Bernardino	(15)	(64)	(45)	(23)	(72)	(50)
Rochester, NY	(16)	(65)	(46)	(24)	(73)	(51)
Sacramento	(17)	(66)	(47)	(25)	(74)	(52)
Salt Lake City	(18)	(67)	(48)	(26)	(75)	(53)
San Antonio	(19)	(68)	(49)	(27)	(76)	(54)
St. Louis	(20)	(69)	(50)	(28)	(77)	(55)
San Diego	(21)	(70)	(51)	(29)	(78)	(56)
San Francisco	(22)	(71)	(52)	(30)	[80-8] (8)	(57)
San Jose	(23)	(72)	(53)	(31)	(9)	(58)
Seattle	(24)	(73)	(54)	(32)	(10)	(59)
Tampa-St. Petersburg	(25)	(74)	(55)	(33)	(11)	(60)
Washington, DC	(26)	(75) [80-6]	(56)	(34)	(12)	(61)

SOURCES OF INFORMATION

13. Which sources of information, if any, do you think your company is likely to use in the **future** in selecting new locations for company facilities and manufacturing or processing plants? (PLEASE "X" AS MANY AS APPLY IN **EACH** COLUMN.)

	Use In Future	
	Company Facilities	**Manufacturing or Processing Plants**
In-house specialists	62-1 ☐	64-1 ☐
Governmental/state facilities	-2 ☐	-2 ☐
Regional, county, city development groups	-3 ☐	-3 ☐
Chambers of Commerce	-4 ☐	-4 ☐
Banks	-5 ☐	-5 ☐
Utilities	-6 ☐	-6 ☐
Railroads	-7 ☐	-7 ☐
Site location consultants	-8 ☐	-8 ☐
Realtors	-9 ☐	-9 ☐
Executives of other corporations	-0 ☐	-0 ☐
Other (please specify): _____	-x ☐	-x ☐
_____	63-1 ☐	65-1 ☐
None of these	-0 ☐	-0 ☐

DECISION MAKING INVOLVEMENT

14. For **each** of the various stages of the decision-making process in selecting a new location for company facilities or manufacturing or processing plants, please indicate who in your company would be **primarily involved**. (YOU MAY "X" MORE THAN ONE PERSON. BE SURE TO PLACE AN "X" IN **EACH** COLUMN.)

	Initiating Need	**Suggesting Areas**	**Evaluating Areas**	**Authorizing Site Location**
Chairman, CEO	66-1 ☐	67-1 ☐	68-1 ☐	69-1 ☐
Chief Operating Officer	-2 ☐	-2 ☐	-2 ☐	-2 ☐
Chief Financial Officer	-3 ☐	-3 ☐	-3 ☐	-3 ☐
President	-4 ☐	-4 ☐	-4 ☐	-4 ☐
Vice President	-5 ☐	-5 ☐	-5 ☐	-5 ☐
Treasurer/Comptroller	-6 ☐	-6 ☐	-6 ☐	-6 ☐
In-house specialist	-7 ☐	-7 ☐	-7 ☐	-7 ☐
Attorney	-8 ☐	-8 ☐	-8 ☐	-8 ☐
Other (please specify): _____	-9 ☐	-9 ☐	-9 ☐	-9 ☐
_____	-0 ☐	-0 ☐	-0 ☐	-0 ☐
No idea at all	-Y ☐	-Y ☐	-Y ☐	-Y ☐

TWO FINAL QUESTIONS

15. Would you please give us your exact job title? (PLEASE BE SPECIFIC.)

_____ (70-71)

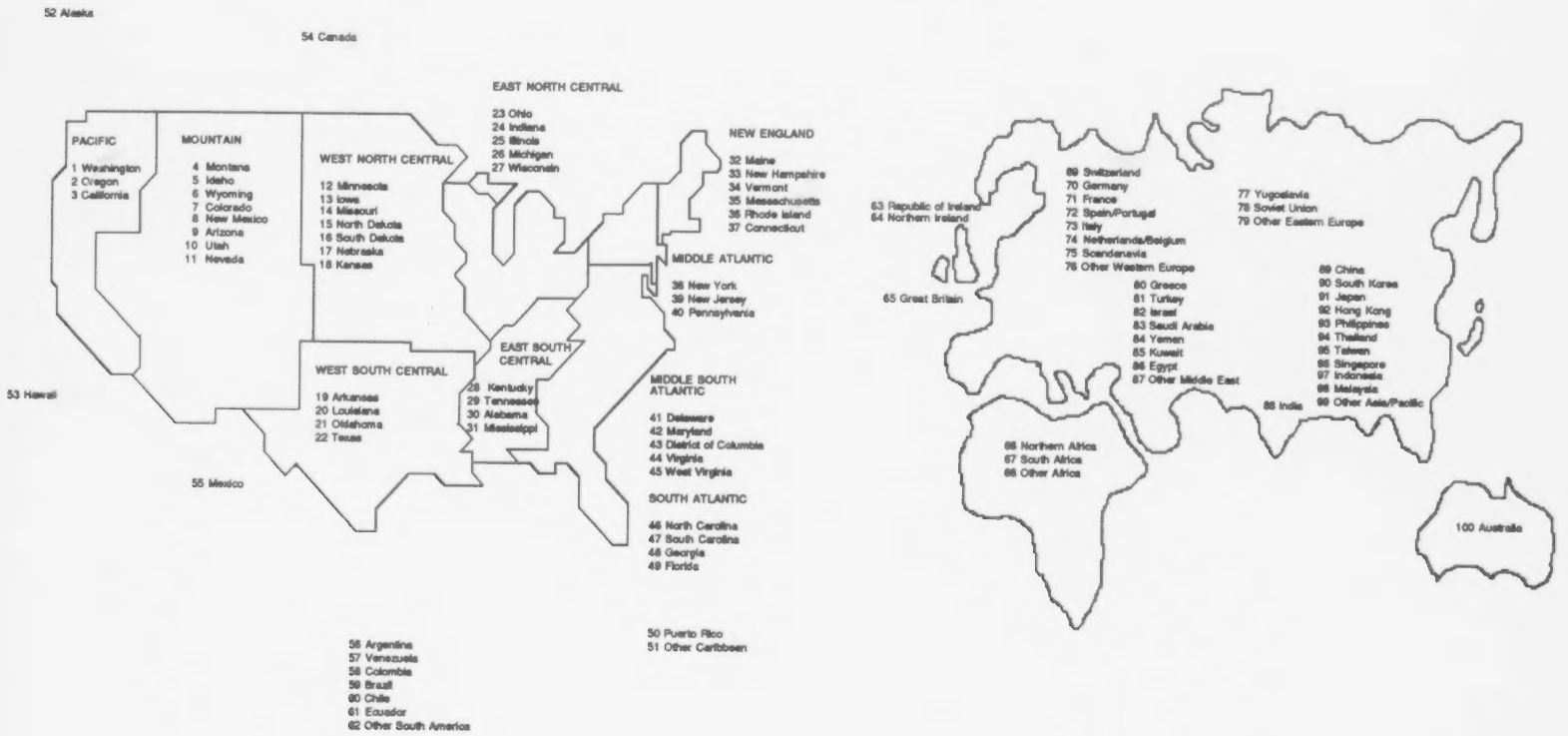
16. What is the city, state and country where your corporate headquarters are currently located? (PLEASE DO NOT ABBREVIATE.)

City: _____ (72-73)

State/Province/Territory (as appropriate): _____ (74-75)

Country: _____ (76-77)

THANK YOU VERY MUCH! (80-9)


52 Alaska
54 Canada
EAST NORTH CENTRAL
23 Ohio
24 Indiana
25 Illinois
26 Michigan
27 Wisconsin
NEW ENGLAND
32 Maine
33 New Hampshire
34 Vermont
35 Massachusetts
36 Rhode Island
37 Connecticut
PACIFIC
1 Washington
2 Oregon
3 California
MOUNTAIN
4 Montana
5 Idaho
6 Wyoming
7 Colorado
8 New Mexico
9 Arizona
10 Utah
11 Nevada
WEST NORTH CENTRAL
12 Minnesota
13 Iowa
14 Missouri
15 North Dakota
16 South Dakota
17 Nebraska
18 Kansas
MIDDLE ATLANTIC
38 New York
39 New Jersey
40 Pennsylvania
EAST SOUTH CENTRAL
28 Kentucky
29 Tennessee
30 Alabama
31 Mississippi
WEST SOUTH CENTRAL
19 Arkansas
20 Louisiana
21 Oklahoma
22 Texas
MIDDLE SOUTH ATLANTIC
41 Delaware
42 Maryland
43 District of Columbia
44 Virginia
45 West Virginia
SOUTH ATLANTIC
46 North Carolina
47 South Carolina
48 Georgia
49 Florida
53 Hawaii
55 Mexico
50 Puerto Rico
51 Other Caribbean
56 Argentina
57 Venezuela
58 Colombia
59 Brazil
60 Chile
61 Ecuador
62 Other South America
63 Republic of Ireland
64 Northern Ireland
65 Great Britain
69 Switzerland
70 Germany
71 France
72 Spain/Portugal
73 Italy
74 Netherlands/Belgium
75 Scandanavia
76 Other Western Europe
77 Yugoslavia
78 Soviet Union
79 Other Eastern Europe
80 Greece
81 Turkey
82 Israel
83 Saudi Arabia
84 Yemen
85 Kuwait
86 Egypt
87 Other Middle East
88 India
89 China
90 South Korea
91 Japan
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94 Thailand
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